

## COMMAND EXCELLENCE

The best commands excel in five important areas: Planning, Maintaining Standards, Building Esprit de Corps, Communication, Training and Development. In **superior commands**, **leadership** figures importantly in each of these areas.

### **-Planning**

Leaders work to plan in advance and to make sure immediate plans serve the long-range goals of the command. They see that the word gets out about plans and follow through to ensure that plans are carried out. Wherever possible, systems are put into place to implement plans.

### **-Maintaining Standards**

In superior commands, people believe in doing things the best way possible. They want to do the job right. Maintaining and improving standards is a way of life. They do not wait until just before an inspection to enforce standards.

Feedback on goals, both positive and negative, is a hallmark of top commands. Activities are monitored on a regular basis. Performance problems do not get out of hand because they are remedied at the first sign of difficulty. Everyone is encouraged to take responsibility for enforcing standards and seeing that things are done right in the command.

### **-Communicating**

Top commands emphasize communication. They pay more attention to getting the word out to everyone than average commands do.

In top commands, people give explanations. Leaders know that people perform better when they understand that what they do fits in with the big picture. People are more willing to listen when debriefs are held after evolutions to discuss what went right and what could be improved.

### **-Building Esprit de Corps**

Superior commands have a sense of pride about themselves. Pride comes with success, and superior commands do several things to build a sense of common purpose. It starts as soon as someone comes into the command. Attention is paid to the way new people are brought on board. That process is organized in advance, and starts before someone steps aboard, with a letter or packet sent ahead.

Teamwork is emphasized. People are encouraged to work together to accomplish the command's mission. Successes and achievements are recognized and played up to build a positive feeling about the command. In superior commands, there are more occasions for rewards and recognition of accomplishments. Symbolic activities are used to build unity. Superior commands encourage social activities and doing what people find meaningful.

### **-Training and Development**

Training in superior commands links directly to combat readiness. Leaders are key in coordinating training activities throughout the command. There is a give-and-take in working with other departments in the command to coordinate training activities. Training is targeted to get personnel closer to combat readiness. This drives the effort to keep training realistic and practical. Leaders continually monitor training programs to keep their commands combat ready. Superior commands are committed to the professional development and career planning of their people. Leaders make sure their people are continuing to advance and qualify. Leaders encourage sharp subordinates to pursue Navy careers.